



# NSPP NEWSLETTER

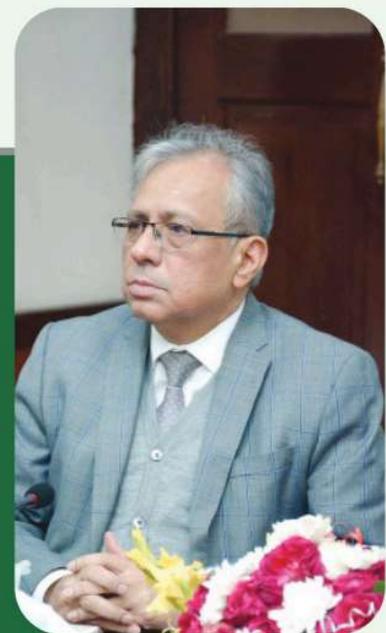
## Rector's Message

*Dear Esteemed Readers,*

**W**elcome to the latest edition of the National School of Public Policy (NSPP) newsletter, covering our dynamic training sessions from October to December 2024.

This issue provides an engaging overview of the extensive activities at the Pakistan Administrative Staff College (PASC), National Institute of Public Policy (NIPP), Executive Development Institute (EDI), and National Institutes of Public Administration (NIPAs). From thought-provoking lectures by renowned guest speakers to insightful study tours in both the public and private sectors, we continue to merge theoretical knowledge with hands-on experience.

We take this opportunity to acknowledge the selfless endeavors of NSPP faculty, staff, and our outstanding trainees, whose contributions form the bedrock of our success. The NIPP excels in its multidisciplinary research efforts, advancing public policy understanding. The EDI is unwavering in its dedication to delivering premier executive training. Together, we are shaping the future of public administration through deliberate, strategic, and sustained endeavors.



**Dr. Ijaz Munir**  
Rector NSPP

## Visiting Personalities at NSPP

As part of the Strategic Policy Dialogue series at PASC, a number of distinguished and influential speakers were invited to address our participants of NMC-121. All NIPAs also extended invitations to distinguished guests to share their insights, perspectives, and experiences with the participants of SMC-36 and MCMC-42.

### Mr. Muhammad Ajmal Gondal



The guest speaker, the Auditor General of Pakistan (AGP), was invited to speak to the participants of NMC 121 on November 07, 2024. The speaker highlighted the critical role of the AGP in ensuring accountability and transparency in public finances. Grounded in the Westminster model, the AGP is responsible for the auditing the accounts of federal, provincial, and local governments, identifying areas for improvement, optimizing resources, and detecting fraud. He also discussed recent reforms such as the establishment of specialized audit wings which have strengthened operations. An insightful question/answer session followed.

### Dr. Abdul Malik Baloch



The guest speaker, former Chief Minister of Balochistan, addressed the participants of NMC-121 on November 15, 2024. In his talk, He shed light on various issues facing Balochistan. He proposed a path forward rooted in mutual understanding, respect for the rights of the Baloch people, and a shared commitment to strengthening democracy and inclusivity in national decision-making for the betterment of the country.

### Mr. Raja Farooq Haider Khan



The guest speaker, the former Prime Minister of Azad Jammu and Kashmir, addressed to participants of NMC-121 on December 02, 2024. He offered valuable insights into the Kashmir issue and Pakistan's current challenges and opportunities. Drawing on personal experiences, He stressed the importance of focusing on Pakistan's strengths—particularly its strategically significant geographic position and agrarian potential—which, if harnessed, could drive the country's progress. He stated that the people of AJ&K deeply valued Pakistan's support for the Kashmir cause. In this regard, He encouraged the participants to ensure that their decisions remain guided by the constitution.

### Mr. Ghulam Muhammad



Mr. Ghulam Muhammad, Minister for Law, Parliamentary Affairs and Tourism, Gilgit Baltistan

(GB), was invited to address the participants on December 06, 2024. The Minister threw light on the historical, geographical and political importance of the beautiful region of GB and the aspirations of its people. Highlighting GB's dependence on federal grants for development, the speaker called for enhanced fiscal support, improved air connectivity, and greater representation in national decision-making to address these issues. An engaging Q&A session followed wherein the Minister explained various steps being taken to optimize the potential of tourism, minerals and others sectors in GB.

### Syed Murad Ali Shah



On December 10, 2024, Chief Minister Sindh Syed Murad Ali Shah was invited to address the participants of NMC 121. His visit began with a tour of the Sadeqain Gallery at NSPP, followed by a discussion on three transformative projects spearheaded by the Sindh government including the Thar Coal Energy Project, the Sindh People's Housing for Flood Affectees and several public-private partnership initiatives. These governmental efforts aim to drive development through collaboration. The session, which provided valuable insights into policy-making and project execution, concluded with an engaging Q&A that allowed participants to delve deeper into the strategic implications of these initiatives.

### Panel Discussion on “Critical Issues Besetting Pakistan’s Economy”

On November 07, 2024, Dr. Rashid Amjad, Dr. Shujat Ali and Dr. Ali Cheema led a Panel Discussion on “Critical Issues Besetting Pakistan’s Economy”.



Dr. Rashid Amjad highlighted Pakistan's pressing macroeconomic challenges, particularly its reliance on imports and the strain on forex reserves, underscoring the need for structural reforms and policy consistency to avoid stagnation. He also called for an alignment between federal and provincial agendas to restore investor confidence. Dr. Shujat Ali addressed the negative impact of self-interest, inefficiency, and excessive state support for private businesses, calling for a balanced approach between state intervention and market forces. He criticized the lack of proper cost-benefit analysis in project evaluations, which often leads to costly failures. Dr. Ali Cheema focused on Pakistan's twin crises — productivity and fiscal imbalance — attributing the country's economic struggles to an outdated growth model, reliance on agriculture, and protectionist policies. He emphasized the need for innovation, structural reforms, and sustainable fiscal policies to achieve long-term economic growth.

### Inauguration of the Directors’ Training Program at PASC

The Directors' Training Program (DTP) authorized by the Securities and Exchange Commission of Pakistan (SECP), was successfully inaugurated at the National School of Public Policy on October 23, 2024. In his inaugural address, Mr. Akif Saeed, Chairman SECP, who was also the Chief Guest on the occasion, hailed the



idea of disseminating knowledge from the platform of DTP among the civil servants. He underscored various aspects of company law, specifically the Code of Corporate Governance (CCG).

The five-day course, which was attended by 50 senior civil servants, covered key areas such as corporate governance, financial governance, Board responsibilities, risk management and compliance. The course also featured distinguished speakers like Dr. Ishrat Husain and Mr. Tariq Bajwa who provided valuable insights into the subject for the participants of NMC-121.

### Panel Discussion on “Parliamentary Oversight in Public Policy Domain”

On December 04, 2024, Syed Fakhar Imam and Senator Raza Rabbani jointly led a Panel Discussion on “Parliamentary Oversight in Public Policy Domain”.

Mr. Fakhar Imam explored the evolution of parliamentary systems, highlighting that Pakistan inherited UK’s model of transparency and accountability. He shed light on the challenges Pakistan faced in establishing strong parliamentary oversight, particularly due to political instability and constitutional setbacks. Though reforms such as the 18<sup>th</sup> Amendment enhanced provincial autonomy, Pakistan’s parliamentary oversight remains a work in progress.

Mr. Raza Rabbani stressed that true oversight can be achieved only if the Parliament wields real power. He lamented that the Parliament is often not taken into confidence in matters of vital importance such as foreign policy decisions and IMF agreements, further sidelining the institution. Mr. Raza Rabbani urged the nation to decide whether to accept this status quo or work towards genuine parliamentary empowerment.



### Graduation Ceremony of NMC 121

The Graduation Ceremony of NMC 121 was held on 12 December, 2024. Mr. Sardar Saleem Haider Khan, Governor Punjab, was the Chief Guest. Fifty participating officers belonging to various services, ministries and provinces were awarded certificates upon the successful completion of the National Management Course. Dr. Ijaz Munir, Rector NSPP, in his welcome address extended a warm welcome to the Chief Guest and to all others present.

He highlighted the main contours of the training courses as well as other initiatives being undertaken by NSPP.

The Chief Guest, in his address, congratulated the participants and expressed his hope that the graduating officers will help strengthen the nation and play their role in taking Pakistan forward. The ceremony was also attended by former Principals, Rectors and Deans along with mentors, faculty members and participants.



### Mr. Abdul Wajid Rana



The guest speaker, former Federal Secretary, started the session with formal presentation at NIPA Karachi. He described Public Finance Management (PFM) referred to the set of laws, rules, systems, and processes employed by Federal and Provincial governments to mobilize revenue, allocate public funds, and ensure the effective and efficient use of resources. He added that it was a central element of a functioning administration,

underlying all government activities and encompassing mechanisms such as payroll, procurement, and information technology to execute budgets efficiently and maintain control. PFM aims to protect and utilize resources effectively for the benefit of the public.

### Dr. Miftah Ismail



The guest speaker, former Federal Minister for Finance, commenced the lecture at NIPA Karachi with introduction of the economy of Pakistan. After feedback from all

participants, he declared that biggest problem of Pakistan is population growth. This problem causes multiple problems, especially illiteracy. He informed that currently around more than 20 million of children were out of school and with this population growth rate were adding annually 8 million children to the population, hence adding more children to the already out of school count.

### Mr. Anwar ul Haq



The guest speaker, Justice (Retired), delivered a thematic keynote lecture at NIPA Lahore on the role of Alternate Dispute Resolution (ADR), focusing on marriage and child custody disputes cases was organized on December 24, 2024. It was delivered by Justice (Retired) Anwar ul Haq, former Chief Justice, Lahore High Court. The speaker emphasized the potential of ADR in resolving disputes amicably and expeditiously.

The psychological and emotional well-being of children caught in legal battles was also discussed at length. Innovative ADR mechanisms like mediation and arbitration were highlighted as tools to ensure child-centric resolutions. The session concluded with policy suggestions for institutionalizing ADR in family law settings across Pakistan.

### Mr. Sadiq Ali



The guest speaker, Lieutenant General (Retired) delivered an insightful extension lecture at NIPA Lahore on December 24, 2024 focusing on internal and external security challenges focusing on the 5th generation warfare. Themes like counter-terrorism strategies, cyber security, and the role of intelligence-sharing mechanisms was discussed while highlighting the crucial role of public awareness and engagement in ensuring internal security. The speaker emphasized a comprehensive approach that includes capacity building for law enforcement agencies and leveraging technology to counter emerging threats.

### Panel Discussion by Dr. Syed Akhtar Ali Shah & Mr. Azim Arshad

Dr. Syed Akhtar Ali Shah, former Home Secretary, IGP, KPK & Mr. Azim Arshad, Transnational Crime Advisor at UN addressed the participants of SMC-36, on “Terrorism, Violent Extremism and State Response.” The discussion started by providing insights into the drivers of violent extremism, drawing on evidence-based research to highlight how factors such as social environments, education, and economic conditions contribute to radicalization, followed by discussing the historical context of terrorism in Pakistan, tracing its roots to regional and global power politics. They outlined the multiple forms of terrorism that have plagued the country, including sub-nationalism and religious extremism.

### Mr. JAVED JABBAR



The guest speaker, Senator (R), a distinguished writer, media professional and philanthropist addressed the participants of NIPA Lahore on October 01, 2024. He

shared his enthusiasm for voluntary work with public service organizations in his prefatory statement.

He explained the importance of having an optimistic approach for progress of the country despite all odds. He discussed the historical challenges faced in the pre and post-independence era of Pakistan, yet how Pakistan has been able to survive despite all the turmoil. He further discussed the role of bureaucracy in Pakistan's performance as a state. Speaker also shared some valuable thoughts like, "reality is far, far larger than the media portrayed reality" and "one word is worth a thousand pictures and words shape the thoughts" etc.

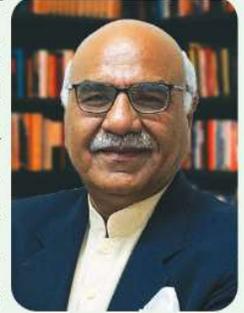
### Mr. Nadeem Ashraf



The guest speaker, Member/ Commissioner (Punjab), National Commission for Human Rights addressed the participants of 41st MCMC and 42nd MCMC on October 23, 2024 & December 23, 2024 respectively at NIPA Peshawar. The speaker stated that the purpose of NCHR is to promote the provision of the basic human rights, in context of their importance and sensitive nature. He shared the definition of human rights as the basic rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion or any other status from birth until death. The UN defined human rights as those rights which are inherent in our state of nature and without which we cannot live as human beings. He said that laws are there for protection of human rights in Pakistan but the issues are involved in proper implementation of these laws. He discussed constitutional provisions and principles of policy with regard to Human Rights in Pakistan.

### Dr. Muhammad Amjad Saqib

The guest speaker, founder of Akhuwat, delivered an insightful lecture on "Social Protection and Poverty Alleviation" at NIPA Peshawar on December 17, 2024. Highlighting Akhuwat's transformative impact through Rs. 239 billion in interest-free loans to nearly 4 million families, he emphasized innovative strategies for poverty reduction, spiritual poverty, and empowering marginalized groups. Dr. Saqib's lecture also showcased key government initiatives like BISP and Ehsaas Program, reflecting his vision for holistic social change.



### Mr. Shoaib Mir

The guest speaker, a former Federal Secretary, delivered a thought-provoking lecture via video link to participants of NIPA Peshawar on December 12, 2024. His session explored Pakistan's socio-cultural dynamics, covering topics such as ethnic and linguistic diversity, religious tolerance, and the evolution of the national language. He traced the roots of the nation to Aryan and Dravidian groups and highlighted the contributions of major ethnic communities like Punjabis, Pashtuns, Balochs, and Sindhis. Mr. Mir discussed the colonial legacy's impact on laws and practices and the divisive history of Urdu's adoption as the national language. He underscored the resilience of Pakistani society, particularly its recovery from terrorism in the post-9/11 era, and the camaraderie that fosters unity, albeit sometimes at the cost of meritocracy. Highlighting the richness of Pakistan's cultural heritage, he concluded that diversity, resilience, and solidarity remain central to the nation's identity and progress.



## Dr. Maleeha Lodhi

The guest speaker, former Pakistan's Representative to the United Nations, talked at NIPA Peshawar on October 09, 2024 about the evolving dynamics of Pakistan-US relations shaped by global and regional factors, from the Cold War to the post-9/11 era. She highlighted that Pakistan's importance has historically been tied to external geopolitical interests rather than intrinsic value. In the current multipolar world, US-China rivalry and America's deepening ties with India challenge Pakistan's position. To remain globally relevant, Pakistan must focus on building a strong economy, fostering technological advancement, and ensuring good governance and political stability.



Chairperson, Department of Digital Media School of Communication Studies, University of Punjab, Mr. Safdar Ali Khan, Chief Editor, Daily Sarzameen, Dr. Fareed Zafar, Associate Professor, LUMS, Dr. Taimur Rahman, Associate Professor, LUMS, Mr. Usman Shami, Journalist Daily Pakistan, Ms. Nighat Dad, Founder of Digital Rights Foundation. It was attended by Research Associates and Research Fellows of NIPP.



## National Institute of Public Policy (NIPP)

### Roundtable Discussion Series

NIPP organized a roundtable discussion on "Regulating the Unbridled Social Media: A Policy Perspective" in Lahore on Monday, November 04, 2024. The panel comprised leading experts, including Mr. Muhammad Farooq Mazhar, DG NIPA Lahore, Dr. Savera Shami,

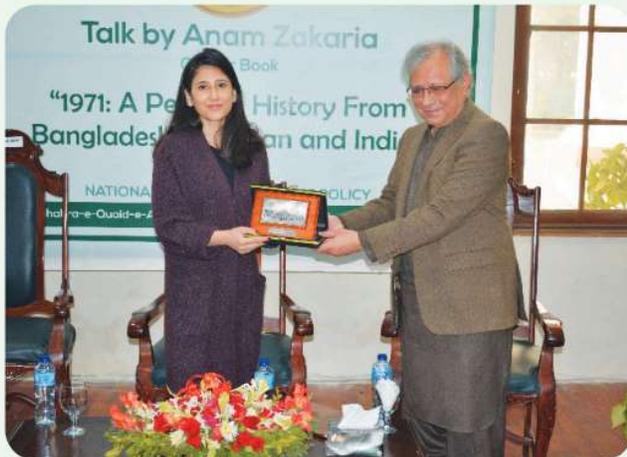
Dr. Naveed Elahi, Dean NIPP, opened the session by highlighting Pakistan's challenges with unbridled social media, driven by misinformation, weak regulations, and low digital literacy. Dr. Ijaz Munir, Rector NSPP, welcomed attendees at the roundtable on unbridled social media, emphasizing the need for government and regulatory alignment to tackle social media challenges. Dr. Ali Abbas presented a content analysis on unbridled social media, highlighting issues, consequences, regulatory gaps, government responses, and recommendations.



The panelists thoroughly discussed the issue of unbridled social media, identifying key causes such as ineffective governance, rapid misinformation spread, weak regulatory frameworks, and low digital literacy. They emphasized the need for better governance, a comprehensive regulatory framework, and stronger public awareness efforts to tackle these challenges.

### Talk by Anam Zakaria on her Book

NIPP invited Anam Zakaria to talk on her book titled “1971: A People’s History of Bangladesh, India and Pakistan” on December 18, 2024. Anam has given a poignant and deeply researched account of the events that shaped the history of Pakistan. She has explored the complex and turbulent events of 1971, delving into the lives of ordinary people who were caught in the crossfire of war, politics, and independence. She explores the 1971



events and Pakistan’s dismemberment through personal narratives, interviews, and archives, uncovering the stories of farmers, soldiers, students, and refugees, and highlighting marginalized voices of the time.

Intellectuals, renowned journalists like Mujib ur Rehman Shami, retired bureaucrats like, former Secretary Tariq Mahmood, Kamran Lashari, and many others were present on the occasion. Dr Naveed Elahi, Dean NIPP shed light on the life and work of Anam. Rector NSPP Dr Ijaz Munir in his concluding remarks emphasized on the need to recall the incident and to learn lessons from history.



### Panel Discussion on “PAK-US Relations: Challenges in Trump Era II”

NIPP hosted a thought-provoking panel discussion on “PAK-US Relations: Challenges in Trump Era II” on December 20, 2024, at the NIPP hall. The event featured distinguished former ambassadors Aizaz Ahmad Chaudhry and Mansoor Ahmad Khan as panelists, moderated by Dean NIPP, Dr. Naveed Elahi.



Aizaz Ahmad Chaudhry emphasized the importance of maintaining a balanced approach in Pakistan’s relations with China and the United States, emphasizing that Pakistan must avoid aligning with any single camp. He highlighted the strategic significance of Pakistan’s relationship with China, particularly for its regional



access to the Indian Ocean. He called for political and economic stability, improved governance, and a strengthened writ of the state to enhance Pakistan’s global relevance. Similarly, Mansoor Ahmad Khan advocated for a stable and gradual approach to foreign policy, systemic reforms, and fostering peaceful relations with neighboring countries. He highlighted the need for inter-ethnic harmony, managing population challenges, and improving regional dynamics to strengthen Pakistan’s relations with the US and other global powers.

The discussion was attended by prominent figures, including Lt Gen (R) Bilal Akbar, Mujeeb ur Rehman Shami, and Dr. Ayesha Ashfaq. The event concluded with the presentation of souvenirs to the panelists, reflecting NIPP’s commitment to fostering insightful dialogues on critical national and international issues.

### Second Internship Program



NIPP successfully organized its second two-month internship program for the November-December 2024 session, providing a unique platform for aspiring professionals to gain practical experience in public policy research and administration. The program attracted a large number of applicants, of which nine outstanding individuals were selected for this intensive learning opportunity.

The internship program was designed to offer participants hands-on involvement in key research projects, fostering their skills in policy formulation, analysis, and development. The interns actively contributed to the drafting of policy papers and participated in various high-profile events, including a roundtable discussion, a

Book Talk session, and a panel discussion, all of which broadened their understanding of pressing policy issues and enhanced their analytical capabilities.

### Weekly Policy Pulse

NIPP launched an online publication ‘Weekly Policy Pulse’ focusing on critical national issues such as economic challenges, security concerns, governance, institutional reforms, climate change, education, health, and notable achievements of the country at both national and international levels. Policy Pulse provides valuable insights, analysis, and actionable recommendations for policymakers across all key economic sectors. As of December 31, 2024, 18 editions of Weekly Policy Pulse have been successfully published online.



### Executive Development Institute (EDI)

#### Policy Dialogue on “Energy Crisis: Problem, Impact & Solutions”

Executive Development Institute organised a Two-Days’ Policy dialogue on “Energy Crisis: Problem, Impact & Solutions” on 19<sup>th</sup> to 20<sup>th</sup> November, 2024 to discuss, explore and suggest measures and strategy required for solution of the energy challenges. Reflecting EDI’s role as a bridge between the public and private sectors,



Protection Agency (Pak. EPA), National Highways & Motorway Police (NH&MP), Jazz Headquarters, Islamabad, Benazir Income Support Programme (BISP), and HQs Anti-Narcotics Force (ANF), Rawalpindi. They also visited districts of Lahore and Sialkot, Muzaffarabad, Abbottabad, Faisalabad, Peshawar, Gujranwala, Multan and Faisalabad.

During local visits, participants of NIPA Lahore visited Counter Terrorism Department HQ, Punjab Safe City Authority, Punjab Forensic Science Agency, and Capital City Police Headquarters at Lahore. While inland study tour was arranged from 11<sup>th</sup> to 15<sup>th</sup> November 2024 towards DG Khan, Multan, Bhawalpur, Khanewal, Mirpur Khas and Gujrat.



Participants of NIPA Karachi visited DG Ranger office, Chief Secretary Sindh, Malaysian Embassy, Consulate General of Turkiye, and Consulate General of UAE. Additionally they also visited Islamabad, Karachi, and AJK.



As part of the internship program, NIPP arranged an inland study visit to prominent institutions, including the National Academy for Prisons Administration (NAPA), Pakistan Television (PTV), and City 42. These visits provided the interns with valuable insights into the operational dynamics of media and public administration, enriching their practical knowledge.



Participants of NIPA Peshawar, visited Paraplegic Centre, DA Haq Awaz Anti-Drugs Social Welfare Organization, Paraplegic Centre, Nuclear Institute



for Food & Agriculture (NIFA), Pakistan Council of Scientific and Industrial Research (PCSIR), and Agriculture Farm, Tarnab and Muzaffarabad.



### Co-Curricular Activities

Participation in co-curricular activities is vital for sustainable professional growth, encouraging self-directed learning, collaboration, and social awareness.

Such activities inspire individuals to go beyond traditional learning, nurturing critical thinking and fostering a well-rounded approach to personal development. This quarter, members from PASC and all NIPAs have enthusiastically engaged in various creative



and intellectual endeavors. Their active involvement in events such as bait bazi, cultural nights, tree planting, mushaira, hiking, sports competitions, art exhibitions, and voluntary presentations reflects their commitment to

holistic development. These experiences enhance their skills while fostering meaningful connections with peers and mentors, paving the way for a holistic and enriching career path.



## Miscellaneous

### SOI between NSPP and UNDP

On December 16, 2024, the National School of Public Policy (NSPP) and the United Nations Development Programme (UNDP) entered into a Statement of Intent (SOI) to foster collaboration in key areas of mutual interest. This partnership aims to enhance public finance management, strengthen debt management, and promote

inclusive and climate-resilient growth. It emphasizes the alignment of federal and provincial government policies and capacity-building initiatives with Sustainable Development Goals (SDGs), climate financing, and investment planning. Through this SOI, NSPP and UNDP will work jointly to conduct research, provide policy advisory services, and identify opportunities for capacity-building programs for government officials at both national and provincial levels.



### A Distinguished Career Concludes

Mr. Mairaj Anees Ariff, a BS-21 officer of the Secretariat Group (21<sup>st</sup> CTP), retired from government service on December 14, 2024, upon reaching the age of superannuation. Throughout his distinguished career, he held various key positions, with his final posting as Director General of NIPA, Quetta. NSPP highly appreciate his academic and administrative contributions at NIPA Quetta.





**Contact Us**

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